

A- MASSPIRG Transparency Rating • Women make up **51.1%** of exec. branch employees • **AA+** Standard & Poor's bond rating •
5.7% of eligible GIC enrollees participating in WellMASS • **45** communities enrolled in StatNET • **197** cities and towns participating in the CIC
 grant program • **87** communities used muni health care reform expedited process • **523,297** Open Checkbook hits • **1,016** A&F
 Twitter Followers • The stabilization fund balance is **7.04%** of annual tax revenue • **14** A&F agency strategic plans published in Feb '13 •



THE EXECUTIVE OFFICE FOR ADMINISTRATION & FINANCE Commonwealth of Massachusetts Fiscal Year 2013 Performance Report

B MA Digital States Survey Rating • **\$216M** saved since '11 by communities that used muni health care reform expedited process • **\$36M**
 invested in "self-financing" capital projects • **8** Secretariat strategic plans published in Jan '13 • **86%** of select A&F agency survey respondents reporting a
 good or excellent customer service experience • Minorities make up **25.2%** of exec. branch employees • **7** innovation & technology projects
 implemented in collaboration with the Govt. Innovation Office • **\$2.25M** provided to cities and towns through the CIC grant program •
Aa1 Moody's bond rating • **247,159** members enrolled in the Health Connector • **17** Administration-proposed reforms implemented in
 FY13 • **5.2%** of Commonwealth Choice subscribers in wellness initiatives • **96%** of federal grants applied for successfully awarded •
-9.3% per capita CommCare spending growth rate • **9,040,019** A&F website unique page views • **\$1.56B** in the Rainy Day Fund

A MESSAGE FROM THE SECRETARY

Since 2007, the Patrick Administration has worked to make state government more effective, more accountable and more open – and A&F has been at the center of these efforts. It is in keeping with the Governor's commitment to an unprecedented level of transparency that we issue this report, which has been updated with new data since initially released in September 2013.

*"Asking government to articulate what success looks like and be accountable for results, is something that every citizen should expect."
- Governor Deval Patrick*

This document follows the publication of A&F's two-year strategic plan, in which we set out: 1) four overarching goals – **BETTER FINANCE, BETTER HEALTH CARE, BETTER PERFORMANCE & BETTER GOVERNMENT**; 2) our key actions to deliver them; and 3) a set of performance measures to evaluate results.

During the past year, we have made significant progress toward achieving our goals. Governor Patrick has long recognized the need for targeted public investment to grow the economy and provide opportunity. Due to his leadership, new revenues were identified to support transportation infrastructure as well as expand access to early and higher education. The state's long-term fiscal position has also improved. We ended the fiscal year 2013 by adding \$501M in surplus revenues to the state's

stabilization fund, increasing its balance to \$1.56B, leaving the Commonwealth with the 3rd largest reserve account in the nation at that time.

In health care, A&F and its affiliated organizations including the Commonwealth Health Insurance Connector Authority, the Group Insurance Commission and the Health Policy Commission, are leading the way to improve access to high-quality, affordable health care. With the implementation of the Affordable Care Act, we are adding new people to the ranks of the insured in Massachusetts. And with the implementation of our state's new health care cost containment law and innovative approaches to procuring state health insurance, we are bending the cost curve to sustain our coverage gains.

A&F continues to change the way state government does business – focusing on results and improving transparency. As part of the MassResults Initiative, all eight Secretariats have published performance reports alongside the Governor's FY15 Budget Recommendation. This is an important first for our state government.

Work to achieve our goals will continue through 2014. We are budgeting for the long-term, aiming to decrease the use of one-time resources supporting the state budget and enact further reforms to make retiree health coverage more sustainable. We will drive health care reforms that ensure access, contain costs and improve quality. We will modernize state operations to make them more efficient and responsive. And we will continue to lead efforts to make government more effective, more accountable and more open. I encourage you to read this report and welcome your feedback.

Glen Shor, Secretary

This document was prepared pursuant to Executive Order 540, Governor Patrick's directive to embed strategic planning and performance management across state government.

Review of this document should be made in conjunction with the [A&F 2013-2015 Strategic Plan](#). This report provides an update on the actions taken to achieve A&F's strategic goals as well as four dashboards that show progress against A&F's performance measures. Detailed descriptions for each measure are on pages 10 - 15.

This document is a revision of and update to the Fiscal Year 2013 Performance Report published in September 2013.

Please send feedback regarding this report to anfstratplan@state.ma.us

GOAL: BETTER FINANCE

Finance vital government services and programs in a fiscally sustainable manner

ACTIONS UPDATE

Base funding for programs on evidence about results and desired policy outcomes

- The Governor's FY15 Budget Recommendation was presented for the second-straight year in a program-based format, but **now includes performance measures for a majority of budgetary programs, creating the Commonwealth's first performance-based program budget.** This is an important part of efforts to change the budget conversation from its traditional focus on how much state government spends, to one concerned with the results of those investments.
- The online program budget tool published in Jan '13, and updated in Nov '13 to reflect the FY14 Budget, has been further updated to show the Governor's FY15 Budget Recommendation as well as prior-year projected spending.
- Governor Patrick has **launched the state's first-ever "pay-for-success" contract** in Jan '14 to reduce youth recidivism. External investors have provided capital for the program, with the state only repaying them upon demonstrated success. The state also **won a \$11.7M grant from the federal Department of Labor** to expand the initiative.

Develop & maintain structurally balanced budgets by improving financial planning and mgmt.

- The Patrick Administration has continued its record of strong fiscal management, closing FY13 with a **Rainy Day Fund balance of \$1.56B. This left the state with the 3rd largest reserve account in the nation at that time.** The use of one-time resources to balance the budget was reduced in FY13 and FY14. The Governor's FY15 Budget also relies on less one-time resources than used in FY14 and reduces the amount of Rainy Day Funds withdrawn in half (\$175M) versus the FY14 Budget.
- **A&F developed a methodology to estimate the return on investment of IT capital projects** and identify those that generate enough savings/revenues to support full or partial "self-funding."
- **Federal grants are being tracked more rigorously than ever before.** All executive branch agencies have developed spending plans for formulaic federal grants and discretionary grants over \$5M. An innovative IT system to improve grants management is being procured.
- As a result of Governor Patrick's leadership, new revenues were adopted in the FY14 Budget. These revenues are **supporting vital investments in transportation, freezing fee increases at state colleges and universities, and expanding early education opportunities.**

Proactively manage long-term liabilities and debts

- The Governor's FY15 Budget Recommendation proposed **accelerating the schedule for pension contributions** so that they are fully funded by 2036, four years before the statutory requirement. Through these reforms, the annual pension contribution will be increased by 10% from FY14 levels, higher than the 6% increase assumed in the previously adopted schedule.
- **In FY13, 10% of tobacco settlement proceeds were invested in the State Retiree Benefits Trust Fund (SRBTF) and 5% of tax revenue collected from capital gains in excess of \$1B in both of the State Retiree Benefits Trust Fund and the Pension Liability Fund, which equated to a \$48M deposit in FY13.** The legislature enacted the Governor's proposal to increase deposits of tobacco settlement proceeds to the SRBTF by 10% increments annually. In FY14, the equivalent of 20% of the proceeds (estimated to be worth \$50M) will be transferred. For FY15, 30% will be transferred (an estimated \$76M deposit).
- A&F, in conjunction with the Health Care Security Trust, **has made it easier for municipalities to create funds to be used to reduce unfunded liabilities** for retiree health care and to invest these funds in the SRBTF.

BETTER FINANCE MEASURES	CURRENT PERIOD	PRIOR PERIOD	TREND	TARGET	STATUS	COMMENTS (See p. 10 for measure descriptions)
1. Moody's Bond Rating	Aa1	Aa1	Stable	Aa1	●	Jul '13 vs. Mar '13
2. Standard & Poor's Rating	AA+	AA+	Stable	AA+	●	Jul '13 vs. Mar '13
3. Fitch Bond Rating	AA+	AA+	Stable	AA+	●	Jul '13 vs. Mar '13
4. % of identified programs with established performance measures	62%	-	-	75%	▼	Jan '14; Not all programs were amenable to measurement, such as internal policy/administrative activities
5. % of federal grants applied for and decided upon that were successfully awarded (excluding pending responses)	96%	-	-	90%	●	New measure; Results for Apr–Sept. '13: 225 grants were applied for, 139 have been decided of which the state won 133 for total funding of \$234,813,465
6. The ratio of the effective tax rate of taxpayers in the highest income quintile versus the effective tax rate of taxpayers in the lowest income quintile	0.78	0.83	Worsening	1.10	■	FY14 vs. FY13; Target reflects the Governor's proposed tax reforms, while the current period reflects enacted tax changes that raised excise duties on gasoline and cigarettes
7. \$ amount invested in "self-financing" capital projects	\$36M	\$29.5M	Improving	\$43.2M (90% of projected spending)	▼	FY13 vs. FY12; Target is based on the amount of projected spending for the Clean Energy Investment Program (CEIP) in the FY13 mid-year spending plan, which projected \$48M in CEIP investment
8. Debt service as a % of budgeted revenues	6.87%	6.57%	Stable	<8%	●	FY13 vs. FY12; Target is set by the Commonwealth's debt affordability policy
9. Projected structural imbalance	No deficit	\$339M deficit	Improving	No deficit	●	Projected FY18 vs. FY17 structural imbalance; FY18 data assumes revenue growth of 5.5% between FY15-17, 4% in FY18 and no excess health care cost growth
10. Use of one time resources net of deposits to the stabilization fund / estimated cyclical deficit in tax revenue	0.9	0.43	Stable	<1.00	●	Estimated FY14 (\$609M / \$674M) vs. FY13 (\$446M / \$1.032B)
11. Stabilization fund balance as a % of annual tax revenue	7.04%	7.82%	Stable	≥4%	●	FY13 (\$1.557B / \$22.123B) vs. FY12 (\$1.652B / \$21.115B)

STATUS LEGEND

On Target (≥ Target)	●	Close-to-Target (≥ 80-99%)	▼	Off Target (<80% of Target)	■	Not Applicable (N/A)	-
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GOAL: BETTER HEALTH CARE

Reduce the cost of health care while maintaining access to and improving the quality of care

ACTIONS UPDATE

Reform health care delivery and payment methods to promote better outcomes and reduce costs

- **The Health Policy Commission (HPC) released its 2013 Cost Trends Report which presented a profile of the Commonwealth's health care system and an analysis of its cost drivers.** The report found that health care spending in Massachusetts has grown faster than the national average over the past decade, driven primarily by commercial prices, and reviewed hospital operating costs, wasteful spending and high-cost patients to identify savings opportunities. The report will serve as an important fact basis for health policy decision-making going forward.
- **The HPC published an in-depth Cost and Market Impact Review** examining the effects of the proposed merger of Partners Healthcare System and South Shore Hospital.
- **The Commonwealth Health Insurance Connector Authority (Health Connector) awarded its Seal of Approval (SoA) to 10 health insurers and 5 dental benefit plans.** SoA plans are high-quality plans with base rates that are nationally competitive.
- **As part of its FY14 health plan procurement, the Group Insurance Commission (GIC) required plans to establish and share risk with a network of risk-bearing provider organizations** sufficient to cover 75% of GIC covered lives by FY16.

Drive down costs in government funded health care programs

- **A&F's affiliated organizations have executed several cost containment initiatives for public programs.** The Health Connector has used innovative, competitive procurements to incentivize plans to improve cost structures and reduce overall premiums paid to participating health insurers by more than 14% over the last two years, saving \$267M. Additionally, the GIC's FY14-18 health plan contracts bind GIC plans to reducing and then reversing year-on-year increases in per capita health care costs.
- **A&F and the Health Connector have played an active role in assisting government funded programs with health insurance procurements.** Both served on the Dept. of Corrections' prisons health services procurement which resulted in a 6% decrease in estimated costs.
- **The Health Connector proposed several changes to the Student Health Insurance Program (SHIP)** to align it with the Affordable Care Act's market reforms and consumer protections, increase student access to affordable insurance options and improve the quality of benefits covered by student plans.
- **Since Governor Patrick proposed municipal health care reform in Jan '11, more than 237 communities and school districts have collectively saved over \$216M in health insurance premiums,** either by using the new reform process or leveraging the law to negotiate health plan insurance changes with local unions without adopting the reform.

Empower consumers to make more informed decisions re: insurance, care provision and health & wellness

- **The Affordable Care Act (ACA) went "live" on January 1, 2014, marking the beginning of new health insurance coverage options in Massachusetts, including Medicaid expansion, premium tax credits, and the availability of Qualified Health Plans (QHPs). The Commonwealth is protecting and expanding access to affordable, quality coverage for its residents.**
 - 130,000 people in or eligible for Commonwealth Care transitioned to MassHealth.
 - 124,000 people in Commonwealth Care, the Medical Security Plan and Insurance Partnership have extended coverage through March 31, 2014.
 - At least 28,000 people are newly accessing subsidized coverage through the Health Connector and MassHealth.
- **To increase participation in wellness programs,** the GIC extended its contract with Staywell to manage WellMASS, a wellness program available to approximately 60,000 state employees. The Health Connector also launched a revamped Wellness Track with a new web portal, more flexible eligibility criteria and new incentives for employees.

BETTER HEALTH CARE MEASURES	CURRENT PERIOD	PRIOR PERIOD	TREND	TARGET	STATUS	COMMENTS (See p. 11-12 for measure descriptions)
1. % of MassHealth enrollees covered by alternative payment contracts	28%	NA	-	25%	●	Results from FY13; Future targets: 50% by 7/1/14 & 80% by 7/1/15
2. % of GIC covered lives under alternative payment contracts	-	-	-	-	-	GIC has contractual agreements with plans to require alternative payment contracts and to capture counts; Future targets: 10% in FY14, 50% in FY15, 75% in FY16 & beyond
3. Per member MassHealth spending growth rate	3.9%	.1%	Worsening	3.6%	▼	FY13-FY14 vs. FY12-FY13; Averaging the growth trend over two years results in a growth rate significantly below the target (2% versus 3.6%)
4. Per capita Commonwealth Care spending growth rate	-9.3%	-5.3%	Improving	-	-	FY12-FY13 vs. FY11-FY12; The Commonwealth Care program ended in Dec '13 and this measure will cease to be tracked going forward
5. Per capita GIC spending growth rate	3.5%	1.4%	Stable	-	-	FY13-FY14 vs. FY12-FY13; FY14 target in development with intent to stay within premium equivalent budget
6. # of local government entities that used municipal health care reform expedited process to address municipal health costs	87	81	Improving	91	▼	FY13 vs. FY12; FY13 data is cumulative
7. # of dollars saved by local government entities that used municipal health care reform expedited process	\$76M	\$70M	Improving	\$75M	●	FY13 vs. FY12
8. # of members enrolled in the Health Connector	247,159	227,589	Improving	-	-	Jul '13 vs. Jul '12
9. % of Commonwealth Choice enrollees in narrower network products	5.2%	5.9%	Stable	-	-	Aug '13 vs. Aug '12; The Commonwealth Choice program ends in Jan '14 and this measure will cease to be tracked going forward
10. % of Commonwealth Choice enrollees in tiered network products	1.4%	2.1%	Stable	-	-	Aug '13 vs. Aug '12; The Commonwealth Choice program ends in Jan '14 and this measure will cease to be tracked going forward
11. % of GIC enrollees in narrower network products	17%	18%	Stable	-	-	FY13 vs. FY12; Data for non-Medicare enrollees; FY15 target is 20%
12. % of Commonwealth Choice subscribers in wellness initiatives	5.2%	5.5%	Stable	-	-	Jul '13 vs. Jul '12; Decrease due to change in program rules and a reduction in non-group subscribers
13. % of eligible GIC enrollees participating in WellMASS	5.7%	3.1%	Improving	-	-	FY13 vs. FY12; WellMASS launched Mar '12 – FY12 incomplete; FY14 target is 15%; Measure may be modified in the future to include participation in plan-based wellness programs

STATUS LEGEND						
On Target (>= Target)	●	Close-to-Target (>= 80-99%)	▼	Off Target (<80% of Target)	■	Not Applicable (N/A)
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GOAL: BETTER PERFORMANCE

Provide state government services and programs more effectively, efficiently and equitably

ACTIONS UPDATE

Deliver better results by utilizing data to set goals and measure progress

- Through its MassResults initiative, **performance reports for all eight Secretariats were published.** These reports track progress towards the accomplishment of goals, actions and measures in Secretariat strategic plans. This is the first time the Commonwealth has released performance information across the executive department.
- **A&F is promoting performance management at the local level,** providing 28 municipalities with aid to develop their own performance management programs. Plans are to expand this initiative to 45 communities this year.
- The Commonwealth **ensured that all managers participated in its personnel evaluation system** and tied cost-of-living based salary increases to their participation. Going forward, the state will more formally link personnel evaluation with performance against strategic goals.

Improve performance by developing & implementing public sector reforms

- In collaboration with relevant agencies, A&F has worked to implement reforms to improve efficiency, deliver savings and generate revenue. **Seventeen reforms were implemented in FY13, and 44 reforms will be implemented in FY14. For FY15 proposed reforms include:**
 - **Improved IT practices** to make IT procurement more competitive and ensure the state can recruit the IT workforce it needs.
 - **Modernizing human resources** through comprehensive workforce planning and enhanced professional development.
 - **Further integrating management of state buildings,** which has brought nearly 4M sq. ft. under the Div. of Capital Asset Management and Maintenance, including the State Transportation Building which will save the state \$1M by June '14.

Transform government through innovation & technology

- **A&F launched several technology projects to improve program effectiveness and service delivery:**
 - **Enhancements to the state's budget management system** are enabling better tracking of state expenditures.
 - **The COMM BUYS e-procurement system** will significantly improve the way the state buys and sells goods and services and interacts with vendors.
- **A&F launched an innovation [website](#) and [blog](#).** The Mass Innovation Blog was recently nominated as a "must-read" blog by *State Tech Magazine*.
- **A&F provided \$2.25M in FY14 funding through the Community Innovation Challenge (CIC) grant program to support 30 local government innovation demonstration projects** including a highway equipment co-op, a joint fire services department, regional public health districts and online permitting solutions.

Promote equity across state government

- **A&F's Office of Access & Opportunity (OAO) monitors executive branch performance against personnel and supplier diversity goals. OAO has:**
 - Led the effort to **implement the Service-Disabled Veteran-Owned Business Enterprise Program.**
 - Improved **access to state services for persons with Limited English Proficiency** by implementing language access plans for all Secretariats.
 - Required agencies to **complete Civil Rights Impact Analyses** as part of the regulatory review process. This work helps **mitigate disparate impacts on members of protected classes.**
 - **Promoted access for persons with disabilities,** developing the Model Employer of Persons with Disabilities 2.0 program and worked with agencies to improve accessibility in state facilities and programs.

BETTER PERFORMANCE MEASURES		CURRENT PERIOD	PRIOR PERIOD	TREND	TARGET	STATUS	COMMENTS (See p. 12-14 for measure descriptions)
1.	% of measures on the Secretariats' performance reports that are meeting or exceeding targets	60%	-	-	75%	▼	Based on performance reports published Jan '14
2.	% of measures on A&F agency performance reports that are meeting or exceeding targets	-	-	-	75%	-	Data available Feb '14 with publication of A&F agency performance reports
3.	# of Administration-proposed reforms implemented in FY13	17	18	-	-	-	FY13 vs. FY12
4.	# of dollars saved/new revenue achieved from FY13 Administration-proposed reforms in the first year of implementation	\$682M	-	-	-	-	Results from FY13; A new methodology was developed to track reform savings/new revenue; FY12 data in development
5.	# of Administration-proposed reforms to be implemented in FY14	44	17	-	-	-	FY14 vs. FY13
6.	# of projected dollars saved/new revenue achieved from FY14 Administration-proposed reforms in the first year of implementation	-	\$682M	-	-	-	FY14 projected data available Winter '14
7.	# of new technology & innovation projects implemented in collaboration with the Office of the Govt. Innovation Officer (OGIO)	7	-	-	-	-	Results from FY13; OGIO launched Jul '12 - prior period results not available
8.	# of dollars saved/new revenue achieved through technology & innovation projects implemented in collaboration with the Office of the Govt. Innovation Officer (OGIO)	\$11.2M	-	-	-	-	Results from FY13 and represent the estimated one-time federal financial participation; OGIO launched Jul '12 - prior period results not available
9.	MA Digital States Survey Rating	B	B	Stable	B+	▼	Results issued Oct '12 covering 2010-2012; Prior period covers 2007-2009
10.	% of women employed by executive branch agencies	51.1%	50.9%	Improving	48.4%	●	FY13 vs. FY12
11.	% of minority individuals employed by executive branch agencies	25.2%	24.5%	Improving	10.4%	●	FY13 vs. FY12
12.	% of persons with disabilities employed by executive branch agencies	3.0%	2.9%	Improving	12%	■	FY13 vs. FY12
13.	% of executive branch spending with Minority Business Enterprises (MBEs) for goods and services	5.61%	6.16%	Worsening	6%	▼	FY13 vs. FY12
14.	% of executive branch spending with Women Business Enterprises (WBEs) for goods and services	13.6%	14.69%	Worsening	12%	●	FY13 vs. FY12
15.	% of executive branch spending with Minority & Women Business Enterprises (M/WBEs) on vertical construction	14.7%	15.3%	Stable	10.4%	●	FY13 vs. FY12
16.	% of executive branch spending with Disadvantaged, Minority & Women Business Enterprises (D/M/WBEs) on horizontal construction	11.0%	11.28%	Stable	11.68%	▼	FY13 vs. FY12
17.	% of executive branch agencies that completed a Civil Rights Impact Analysis when promulgating regulations	98.5%	-	-	100%	▼	New measure; Results for FY13
18.	# of complaints filed by clients or client representatives regarding language access	3	-	-	-	-	New measure; Results for Feb-Jun '13

STATUS LEGEND							
On Target (>= Target)	●	Close-to-Target (>= 80-99%)	▼	Off Target (<80% of Target)	■	Not Applicable (N/A)	-

GOAL: BETTER GOVERNMENT

Build trust in state government by improving transparency, accountability and responsiveness

ACTIONS UPDATE

Promote transparency and engagement by making more information available to the public

- **A&F has continued to enhance the [Open Checkbook](#) by adding information from Quasi-Public Authorities.** Three Authorities, the Massachusetts Bay Transportation Authority, the Massachusetts School Building Authority and the Pension Reserves Investment Management Board, have all placed spending information on the site. **A&F will be working to bring remaining Quasi-Public Authorities on to the Open Checkbook** during '14 and has commenced work to build a new online tool to upload spending and related contextual information to the site. This will help state government meet statutory transparency mandates. The Open Checkbook is also being enhanced through **upgrades that enable compatibility with the latest internet browsers.**
- Under A&F's leadership, the Administration launched a new transparency portal in Jun '13. **"[Informed Massachusetts](#)" is a user-friendly, one-stop portal where the public can learn more about how state government works and how their tax dollars are being spent.**

Deliver excellent customer service

- **A&F agency customers are often other state agencies and public employees. To serve those clients better, shared service reforms have been initiated** including the improvement of building services through Integrated Facilities Management and the launch of Self-Service Time & Attendance to streamline employee time-keeping.
- **The Administration has launched a new, one-stop Internet portal for towns and cities seeking state grant opportunities. The Municipal Grant Finder** profiles more than 60 funding and support opportunities, providing a streamlined interface for communities.
- **The Dept. of Revenue initiated DOR 360 to improve communication with key stakeholders.** A 16-member advisory council has been formed which has helped DOR improve dispute resolution, notifications and education and outreach. DOR has launched surveys to evaluate customer satisfaction and is implementing changes as a result of survey and stakeholder feedback.
- In Jan '13, the Government Innovation Officer **rolled out a crowdsourcing tool to generate ideas and solutions for improving the way the state does business.** The first use of the tool was rolled out for state human resources professionals to share ideas for enhancing the state's workforce.

Enhance internal controls to prevent and detect fraud, waste and abuse

- Working with the Comptroller's Office **a review of the state's internal control and audit structures has been commissioned.** The review will consider how best to align those structures to mitigate fraud, waste and abuse and utilize program integrity resources to maximize savings.
- Under the Governor's direction, A&F **allocated additional capital funding to support program integrity efforts designed to reduce public benefits fraud** and better monitor eligibility of such benefits.
- A&F requested legislation to strengthen the process used to verify the incomes of individuals applying to receive public benefits to help ensure the prevention of fraud, waste and abuse. The legislation has been passed in both legislative chambers as part of Welfare Reform measures.
- **A&F applied rigorous criteria for entities seeking to access funds to address the Hinton Crime Lab breach.** These criteria were utilized in the distribution of funding in FY13 and will be used again in FY14.

BETTER GOVERNMENT MEASURES	CURRENT PERIOD	PRIOR PERIOD	TREND	TARGET	STATUS	COMMENTS (See p. 14-15 for measure descriptions)
1. # of Open Checkbook hits	523,297	268,020	Improving	Increase over prior	●	FY13 vs. FY12; Open Checkbook launched Dec '11 – FY12 data incomplete
2. The Commonwealth's MASSPIRG Transparency Rating	A-	A-	Stable	A	▼	Mar '13 vs. Mar '12; MA ranked #2 out of 50 states
3. # of public forums where A&F policy initiatives are presented to public, opinion leaders and/or media (by A&F)	252	173	Improving	Increase over prior	●	FY13 vs. FY12
4. # of A&F (Executive Office) Twitter followers	1,016	377	Improving	10% increase	●	FY13 vs. FY12; A&F Twitter account launched Aug '11 – FY12 data is estimated due to incomplete data
5. # of A&F (Executive Office, Operational Services Div., Group Insurance Comm., Dept. of Revenue & Office of the Govt. Innovation Officer) Twitter followers	2,825	1,391	Improving	10% increase	●	FY13 vs. FY12; Twitter account launch dates: OSD – May '11, GIC – Sept '12, DOR – Jan '09, OGIO – Jan '13; Some FY12 data is estimated due to incomplete data
6. # of A&F (Executive Office) Tweets	139	97	Improving	Increase over prior	●	FY13 vs. FY12; A&F Twitter account launched Aug '11 – FY12 data incomplete
7. # of A&F (Executive Office) Retweets	74	24	Improving	Increase over prior	●	FY13 vs. FY12; A&F Twitter account launched Aug '11 – FY12 data incomplete
8. # of A&F (Executive Office) website unique page views	9,040,019	5,129,544	Improving	Increase over prior	●	FY13 vs. FY12
9. % of select A&F agency survey respondents reporting a good or excellent customer experience	86%	97%	Stable	90%	▼	FY13 (n=3,881) vs. FY12 (n=978); Results from MA Office on Disabilities, Human Resources Div., MA Developmental Disabilities Council & Dept. of Revenue (Note, Dept. of Revenue data not available for FY12)

STATUS LEGEND

On Target (>= Target)	●	Close-to-Target (>= 80-99%)	▼	Off Target (<80% of Target)	■	Not Applicable (N/A)	-
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MEASURE DESCRIPTIONS

GOAL	MEASURE	DESCRIPTION	SOURCE
BETTER FINANCE	The bond ratings for the Commonwealth of Massachusetts	This measure tracks the bond ratings for the Commonwealth of Massachusetts as established by national credit rating agencies.	Moody's, S&P, Fitch
	% of identified programs with established performance measures	This measure tracks the percent of programs identified in the program budget (published in Jan '14) with established performance measures. Of the 380 programs, measures were developed primarily for budgetary programs of a service or policy delivery nature.	A&F
	% of federal grants applied for and decided upon that were successfully awarded (excluding pending responses)	This measure tracks the percent of federal grants applied for by executive branch agencies that were successfully awarded – grant applications pending a response from the federal government are not included in the count.	A&F, Office of Perf., Acct. & Transparency, Comptroller
	The ratio of the effective tax rate of taxpayers in the highest income quintile versus the effective tax rate of taxpayers in the lowest income quintile	This measure tracks the ratio of the effective tax rates paid by the highest and lowest income quintile tax filers. It includes state personal income and sales taxes and excise taxes on gasoline and cigarettes.	A&F, Office of Tax Policy Analysis, U.S Bureau Consumer Expenditure data
	\$ amount invested in “self-financing” capital projects	This measure tracks the amount of dollars approved for projects in the Clean Energy Investment Program (CEIP), which uses utilities savings from energy and water projects to repay bonds to finance the projects. For a project to be eligible for CEIP, it must result in annual savings of at least 110% of the project's debt service costs.	A&F, Div. of Capital Asset Mgmt. & Maintenance
	Debt service as a % of budgeted revenues	This measure tracks the Commonwealth's borrowing capacity. It provides an indication of the relative cost of Commonwealth debt by taking into account actual payment obligations on that debt as compared to the amount of revenue available to pay those and other budgetary obligations.	A&F
	Projected structural imbalance	This measure tracks the Commonwealth's projected structural imbalance using rolling five year projections of revenue and spending levels (see A&F's Long Term Fiscal Policy Framework). Structural balanced is achieved when budgetary spending is based on sustainable levels of revenue, excluding fluctuations that can occur as a result of the economic cycle.	A&F
	Use of one time resources net of deposits to the stabilization fund / estimated cyclical deficit in tax revenue	This measure tracks the use of one-time resources net of deposits to the stabilization fund compared to the estimated cyclical deficit in tax revenue. As discussed in A&F's <i>Long Term Fiscal Policy Framework</i> , the cyclical deficit includes the shortfall in tax revenue compared to the level that would be expected if the economy were operating at full capacity. During periods of cyclical deficit, structural balance is achieved so long as the use of one-time resources to close any budget gap does not exceed the level of cyclical deficit. During periods of cyclical surplus, there should be limitations on the use of one-time resources and requirements to deposit excess tax revenue into the stabilization fund.	A&F, Office of Tax Policy Analysis, Outside Economists
	Stabilization fund balance as a % of annual tax revenue	This measure tracks the stabilization fund balance as a percentage of annual tax revenue to evaluate the Commonwealth's ability to respond to fiscal and economic downturns.	A&F, Dept. of Revenue

GOAL	MEASURE	DESCRIPTION	SOURCE
BETTER HEALTH CARE	% of MassHealth enrollees covered by alternative payment contracts	This measure tracks the percent of MassHealth enrollees covered by alternative payment models that include methods of payment that are not solely based on fee-for-service reimbursements including, but not limited to, shared savings arrangements, bundled payments and global payments.	MassHealth
	% of GIC covered lives under alternative payment contracts	This measure tracks the percent of Group Insurance Comm. non-Medicare Massachusetts covered lives in integrated risk-bearing organizations. Plan contracts with these provider groups will be characterized by better integrated care delivery and alternative payment models not solely based on fee-for-service reimbursements. Examples include shared risk and shared savings arrangements, bundled payments and global payments.	Group Insurance Comm.
	Per member MassHealth spending growth rate	This measure tracks the MassHealth spending growth rate independent of changes in enrollment and targeted investments. Accordingly, the overall spending growth from FY12 to FY13 is adjusted for costs associated with base enrollment increases. Overall spending growth from FY13 to FY14 is adjusted for costs associated with base enrollment increases and enrollment increases due to expanded eligibility under the Affordable Care Act (ACA) beginning Jan 1, '14. Examples of targeted investments include hospital rate increases, partial restoration of adult dental benefits, and operational investments.	MassHealth
	Per capita Commonwealth Care spending growth rate	This measure tracks the Commonwealth Care gross capitation rate, which represents capitation payment to the MCOs before subtracting enrollee premium.	Health Connector
	Per capita GIC spending growth rate	This measure tracks the Group Insurance Comm.'s spending growth rate. Data presented is estimated based on enrollment weighted average premium increases.	Group Insurance Comm.
	# of local government entities that used municipal health care reform expedited process to address municipal health costs	This measure tracks the number of cities and towns that used the municipal health care reform expedited process. Through municipal health care reform, cities and towns have the choice of an expedited decision-making process to lower employer and employee health insurance premium costs by implementing changes to existing local health care plan design or joining the state's Group Insurance Comm.	A&F
	# of dollars saved by local government entities that used municipal health care reform expedited process	This measure tracks the total dollars saved by reducing health insurance premium costs to local government entities that used the municipal health care reform expedited process.	A&F
	# of members enrolled in the Health Connector	This measure tracks the number of members enrolled in the Health Connector.	Health Connector
	% of Commonwealth Choice enrollees in narrower network products	This measure tracks the number of Commonwealth Choice enrollees in narrower network products where there is a materially smaller provider network than the broadest networks available in the applicable market.	Health Connector

GOAL	MEASURE	DESCRIPTION	SOURCE
BETTER HEALTH CARE (Cont'd)	% of Commonwealth Choice enrollees in tiered network products	This measure tracks the number of Commonwealth Choice enrollees in tiered network products – a provider network in which a carrier assigns providers to different benefit tiers based on the carrier’s assessment of a provider’s relative cost and, where available, quality and in which the insured pay the point-of-service cost-sharing associated with a provider’s assigned benefit tiers.	Health Connector
	% of GIC enrollees in narrower network products	This measure tracks the number of Group Insurance Comm. enrollees in narrower network products where the network is a subset of the broadest networks available in the applicable market.	Group Insurance Comm.
	% of Commonwealth Choice subscribers in wellness initiatives	This measure tracks the percent of Commonwealth Choice subscribers in non-group Commonwealth Choice plans who have access to a free wellness program through the Health Connector as well as subscribers from Business Express who can enroll in Wellness Track, a free wellness program offered through the Health Connector that provides a rebate to eligible employer groups.	Health Connector
	% of eligible GIC enrollees participating in WellMASS	This measure tracks the percent of eligible enrollees participating in WellMASS, the state’s wellness pilot program launched in Mar ‘12. Active state employees working in the executive branch, constitutional offices and the legislature, and early state retirees ages 55 to 64 and their spouses who are enrolled in a Group Insurance Comm. Health Plan are eligible to participate.	Group Insurance Comm.
BETTER PERFORMANCE	% of measures on the Secretariats’ performance reports that are meeting or exceeding targets	This measure tracks the percent of performance measures on Secretariat performance reports, published in Jan ‘14 per EO 540 that are meeting or exceeding targets. Measures without targets will be excluded from the count.	Office of Perf., Acct. & Transparency
	% of measures on A&F agency performance reports that are meeting or exceeding targets	This measure tracks the percent of performance measures on A&F agency performance reports (due to be published in Feb ‘14) that are meeting or exceeding targets. Measures without targets will be excluded from the count.	Office of Perf., Acct. & Transparency
	# of Administration-proposed reforms implemented in FY13	This measure tracks the total number of Administration reforms proposed in the Governor’s FY13 Budget Recommendation (published in Jan ‘12) enacted during FY13. Reforms may be enacted through the General Appropriations Act (GAA), administratively or through an Executive Order.	A&F
	# of dollars saved/new revenue achieved from FY13 Administration-proposed reforms in the first year of implementation	This measure tracks the aggregated sum of savings/new revenue achieved from FY13 Administration-proposed reforms using the formula: total amount of money saved plus new revenue generated over FY13 less initial investments made, if any, in programs or other administrative changes necessary to reduce spending. Only cost-saving and new revenue generating reforms are included in the count.	A&F
	# of Administration-proposed reforms to be implemented in FY14	This measure tracks the total number of Administration reforms proposed in the Governor’s FY14 Budget Recommendation (published in Jan ‘13) enacted during FY14. Reforms may be enacted through the General Appropriations Act (GAA), administratively or through an Executive Order.	A&F

GOAL	MEASURE	DESCRIPTION	SOURCE
BETTER PERFORMANCE (Cont'd)	# of projected dollars saved/new revenue achieved from FY14 Administration-proposed reforms in the first year of implementation	This measure tracks the projected aggregated sum of savings/expected new revenue from FY14 Administration-proposed reforms using the formula: total amount of money projected to be saved plus expected new revenue generated over FY14 less initial investments made, if any, in programs or other administrative changes necessary to reduce spending. Only reforms intended to produce cost savings and new revenue are included in the count.	A&F
	# of new technology & innovation projects implemented in collaboration with the Office of the Govt. Innovation Officer (OGIO)	This measure tracks the number of technology and innovation projects Secretariats and agencies, working with the Office of the Govt. Innovation Officer, completed in full or the first phase including: a one-stop portal for small businesses; modernization of Group Insurance Comm. secure communications; responsive design of mass.gov for mobile devices; launch of Innovation website; MyMassJobs deployment; Exec. Office of Health and Human Services data warehouse enhancements; and a revenue modeling tool.	A&F
	# of dollars saved/new revenue achieved through technology & innovation projects implemented in collaboration with the Office of the Govt. Innovation Officer (OGIO)	This measure tracks savings/new revenue resulting from technology and innovation projects that Secretariats and agencies completed working with the Office of the Govt. Innovation Officer. In FY13, the Exec. Office of Health and Human Services data warehouse enhancements costing \$200K enabled the state to receive additional Federal Financial Participation (FFP) from the Center for Medicare and Medicaid Services, resulting in a net benefit of \$11M in FY13 and an additional projected \$5.5M in revenue annually thereafter.	Exec. Office of Health & Human Services, A&F
	MA Digital States Survey Rating	This measure tracks the Commonwealth's "Digital States Survey Rating" as defined in the Center for Digital Government's study (conducted biannually on even years).	Center for Digital Government
	% of women employed by executive branch agencies	This measure tracks the percent of women employed by/in executive branch agencies. The target is established based on Equal Employment Opportunity (EEO) 4 data.	Office for Diversity & Equal Opportunity
	% of minority individuals employed by executive branch agencies	This measure tracks the percent of minority (Black, Latino, Asian and Native American) individuals employed by/in executive branch agencies. The target is established based on Equal Employment Opportunity (EEO) 4 data.	Office for Diversity & Equal Opportunity
	% of persons with disabilities employed by executive branch agencies	This measure tracks the percent of individuals who self-identify as persons with disabilities employed by/in executive branch agencies. The target is based on the percentage of persons with disabilities in the Massachusetts general population.	Office for Diversity & Equal Opportunity
	% of executive branch spending with Minority Business Enterprises (MBEs) for goods and services	This measure tracks the amount of spending with firms that are certified by the Supplier Diversity Office as a minority business enterprise (MBE). An annual benchmark for spending with MBE firms is established by the Operational Services Div. pursuant to Executive Order 524.	Operational Services Div.
	% of executive branch spending with Women Business Enterprises (WBEs) for goods and services	This measure tracks the amount of spending with firms that are certified by the Supplier Diversity Office as a women business enterprise (WBE). An annual benchmark for spending with WBE firms is established by the Operational Services Div. pursuant to Executive Order 524.	Operational Services Div.

GOAL	MEASURE	DESCRIPTION	SOURCE
BETTER PERFORMANCE (Cont'd)	% of executive branch spending with Minority & Women Business Enterprises (M/WBEs) on vertical construction	This measure tracks the amount of spending with minority & women business enterprises (M/WBEs) on vertical construction (i.e. buildings). The target has been established pursuant to the findings of a disparity study.	Div. of Capital Asset Mgmt. & Maintenance
	% of executive branch spending with Disadvantaged, Minority & Women Business Enterprises (D/M/WBEs) on horizontal construction	This measure tracks the amount of spending with firms certified as disadvantaged business enterprises (DBEs) pursuant to federal regulations as well as minority & women business enterprises on horizontal construction (i.e. roads, bridges, etc.) DBE targets for participation are established pursuant to federal regulations and apply to projects that have federal financial assistance. M/WBEs targets are established pursuant to Executive Order 524. Future M/WBEs targets will be developed pursuant to a disparity study.	MA Dept. of Transportation
	% of executive branch agencies that completed a Civil Rights Impact Analysis when promulgating regulations	This measure tracks the percent of executive branch agencies that completed a Civil Rights Impact Analysis (CRIA) when promulgating regulations per A&F Administrative Bulletin #15.	Office of Access & Opportunity
	# of complaints filed by clients or client representatives regarding language access	This measure tracks the number of language access complaints submitted (typically via mail or email) to the Office of Access & Opportunity (OAO). Agencies that receive complaints directly are encouraged to report them to OAO.	Office of Access & Opportunity
BETTER GOVERNMENT	# of Open Checkbook hits	This measure tracks the number of page hits on http://www.mass.gov/opencheckbook .	A&F
	The Commonwealth's MASSPIRG Transparency Rating	This measure tracks the Commonwealth's transparency rating as defined in the MA Public Interest Research Group's annual "Following the Money" report.	MASSPIRG
	# of public forums where A&F policy initiatives are presented to public, opinion leaders and/or media (by A&F)	This measure tracks the number of public forums where senior A&F leadership presented A&F policy initiatives to the public, opinion leaders and/or media.	A&F
	# of A&F (Executive Office) Twitter followers	This measure tracks the number of individuals and organizations following A&F on http://twitter.com/massanf .	Twitter
	# of A&F (Executive Office, Operational Services Div., Group Insurance Comm., Dept. of Revenue & Office of the Govt. Innovation Officer) Twitter followers	This measure tracks the aggregate number of individuals and organizations following A&F on http://twitter.com/massanf , the Operational Services Div. on https://twitter.com/Mass_OSD , the Group Insurance Comm. on https://twitter.com/@MassGIC , the Dept. of Revenue on https://twitter.com/dormedia and the Office of the Govt. Innovation Officer on https://twitter.com/MassInnov8	Twitter

GOAL	MEASURE	DESCRIPTION	SOURCE
BETTER GOVERNMENT (Cont'd)	# of A&F (Executive Office) Tweets	This measure tracks the number of A&F tweets.	Twitter
	# of A&F (Executive Office) Retweets	This measure tracks the number of A&F tweets retweeted by other individuals and organizations.	Twitter
	# of A&F (Executive Office) website unique page views	This measure tracks the number of unique visits to http://www.mass.gov/anf (refers to the number of distinct individuals requesting pages from the website during a given period, regardless of how often they visit).	A&F
	% of select A&F agency survey respondents reporting a good or excellent customer experience	This measure tracks an aggregate figure of customer satisfaction survey results for the MA Office on Disability (surveys for the Client Services Unit, Community Services Unit & Trainings), the Human Resources Div. (survey for the Employee Service Center), the MA Developmental Disabilities Council (general survey) and the Dept. of Revenue (surveys for the Audit Unit, Child Support Enforcement Unit, Div. of Local Services, and general web survey – Dept. of Revenue data only available for FY13). Survey scales across agencies were modified to a common format in order to aggregate overall results.	MA Office on Disability, Human Resources Div., MA Developmental Disabilities Council, Dept. of Revenue

NOTEWORTHY CHANGES, ADDITIONS AND DELETIONS

GOAL AREA	SUPPORTING GOAL/MEASURE	CHANGE, ADDITION OR DELETION EXPLANATION
BETTER FINANCE	% of federal grants applied for and decided upon that were successfully awarded (excluding pending responses)	Change: Measure name changed from “Federal grant award success rate”; Core definition of measure did not change.
	Projected structural imbalance	Change: Measure name changed from “The current spending level measured using five-year rolling projections”; Core definition of measure did not change.
	Long-term liabilities to gross state product ratio	Deletion: The means of effectively calculating this measure have not been determined.
	Debt service as a % of budgeted revenues	Addition: This measure is an important part of the state’s Debt Affordability Policy issued each year alongside the Capital Plan.
BETTER HEALTH CARE	# of members enrolled in the Health Connector	Change: Measure changed from “# of members enrolled in Commonwealth Choice”.
	Average premium trend for Commonwealth Choice products	Deletion: Measure deleted as it is similar in nature to the existing measure “Per capita Commonwealth Care spending growth rate.”
BETTER PERFORMANCE	% of programmatic tax expenditures achieving their public policy purpose and desired outcome	Deletion: The appropriate scope for measurement in this area is under review.
	# of dollars saved/new revenue achieved from FY13 Administration-proposed reforms in the first year of implementation	Change: Measure changed from “# of dollars saved through FY13 reforms” to clarify that only dollars saved and new revenue achieved in the first year of implementation for FY13 Administration-proposed reforms is reported.
	# of projected dollars saved/new revenue achieved from FY14 Administration-proposed reforms in the first year of implementation	Change: Measure changed from “# of dollars saved through FY14 reforms” to clarify that only projected dollars saved and new revenue achieved in the first year of implementation for FY14 Administration-proposed reforms is reported.
	% of executive branch spending with Minority & Women Business Enterprises (M/WBEs) on vertical construction	Change: Measure changed from “% of executive branch spending with MBE and WBE firms for goods, services and construction” to isolate vertical construction specifically.
	% of executive branch spending with Disadvantaged, Minority & Women Business Enterprises (D/M/WBEs) on horizontal construction	Change: Measure changed from “% of executive branch spending with MBE and WBE firms for goods, services and construction” to isolate horizontal construction spending specifically and include Disadvantaged Business Enterprises.
	% of executive branch agencies that developed or updated a Language Access Plan (LAP)	Deletion: 100% of executive branch agencies updated their Language Access Plans (LAPs) in Feb ‘13 – measure replaced with “# of complaints filed by clients or client representatives regarding language access”.
BETTER GOVERNMENT	Improve communication and expand opportunities for citizen engagement	Deletion/Change: This supporting goal has been consolidated with the related supporting goal as follows: Promote transparency by making more information available to the public
	# of A&F (Executive Office, Operational Services Div., Group Insurance Comm., Dept. of Revenue & Office of the Govt. Innovation Officer) Twitter followers	Addition: A&F promotes its agencies’ use of Twitter and tracks followers for those with sizeable follower numbers including the Operational Services Div., the Group Insurance Comm., the Dept. of Revenue & the Office of the Govt. Innovation Officer.
	# of A&F (Executive Office) Tweets	Addition: A&F launched a social media strategy with a focus on Twitter as a vehicle to distribute important news and information to the public.
	# of A&F You Tube video views	Deletion: Measure deleted as A&F has primarily focused on utilizing Twitter as a means to communicate news and information to the public.